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New Security Adviser Has Wide Experience

Carlucci Held Diplomatic, Intelligence Jobs

By Don Oberdorfer
Washington Post Staff Writer

President Reagan's new national security adviser, Frank C. Carlucci, brings to the job unusually close relations with Cabinet members in the foreign affairs field and extensive experience in senior diplomatic, military and intelligence posts for Democratic and Republican administrations alike.

Carlucci is a longtime close associate of Defense Secretary Caspar W. Weinberger, having served as deputy director of the Office of Management and Budget and undersecretary of health, education and welfare (HEW) under Weinberger in the Nixon administration and, at Weinberger's insistence, as his deputy secretary for the first two years of the Reagan administration.

A former U.S. ambassador to Portugal who began his long and varied government service as a career Foreign Service officer 30 years ago, Carlucci also has been on good terms with Secretary of State George P. Shultz, who recruited him to lead a study on U.S. foreign aid in 1983 after Carlucci left the Pentagon.

Shultz has put out feelers to recruit Carlucci for senior full-time diplomatic jobs in recent months to no avail, according to State Department insiders.

Carlucci, a deputy director of central intelligence in the Carter administration, is intimately familiar with intelligence operations and is reported to be highly acceptable to William J. Casey, director of the Central Intelligence Agency.

At age 56, Carlucci has had more experience across a broader spectrum of top government jobs than almost anyone on the Washington scene. In addition to being a career diplomat and ambassador and holding the No. 2 jobs at the OMB, HEW, CIA and Defense Department, he was director of operations and eventually chief of the Office of Economic Opportunity, the domestic poverty program, under President Richard M. Nixon.

Carlucci has been less successful

in business as president and chief operating officer for the last three years of Sears World Trade Inc., an international business subsidiary of Sears Roebuck & Co. The subsidiary is being folded into other Sears operations next month after losing \$60 million, but "it was not because of him [Carlucci]," said a Sears official who declined to be quoted by name. "The deck was stacked against him to begin with. And the timing [of the trading venture] was atrocious—the world trade climate was anything but propitious."

A senior State Department official said Carlucci's toughness, extensive experience and good relations with top officials throughout government have given rise to optimism that he will bring about a sweeping reorganization of the National Security Council.

Even before recent disclosures concerning Iran and the Nicaraguan counterrevolutionaries, or contras, many officials at the State Department and other agencies had said they considered Reagan's NSC staff a notably weak link in policy-making and coordination.

A White House official said Carlucci will report to work around the first of the year. He reportedly will spend the intervening weeks settling his private financial affairs and studying NSC activities and personnel.

"This is a superb appointment, the best Reagan has made in six years," said retired admiral Stansfield Turner, whom Carlucci served as deputy CIA director in the Carter administration.

Turner said that Carlucci is "a man of integrity, which is essential in this trying situation," and that, as his deputy at the CIA, Carlucci was skilled at management and at hammering out solutions among officials with differing views.

"He sponsored a number of covert operations" at the CIA, Turner said. "I put him in charge of one of the most daring ones, and he took it over and traveled abroad." Turner would not elaborate on the operation.

While testifying before the Senate Armed Services Committee in January 1981 on his nomination to be deputy secretary of defense, Carlucci said that "my own philosophy is that we all have to compromise. That's what it's all about."

After all the pulling and hauling within government, Carlucci continued, the key question becomes, "Can I live with that decision? In three instances I had prepared to resign. The decisions did not go against me, so I didn't resign." He did not elaborate, and no senator asked what the decisions were.

One question already being raised in some quarters on Capitol Hill concerns Carlucci's relationship with retired Air Force major general Richard V. Secord, believed to have played a key role in guiding the secret contra air resupply operation. As deputy secretary of defense, Carlucci had overall responsibility for the work of Secord, who was several layers down as deputy assistant secretary for the Middle East.

At one point Secord was investigated in connection with charges of massive financial abuses against a transportation firm involved in Egyptian-U.S. military aid programs, according to "Manhunt," a recent book by Peter Maas.

Secord, Maas wrote, "was removed from his key position in the sale of arms to the Middle East, pending a polygraph. But he never took the test. Instead, without any prior notification to the Justice Department, he was abruptly reinstated" by Carlucci.

Francis B. West, Secord's immediate superior at the time as assistant secretary of defense, said he, rather than Carlucci, reinstated Secord after discussions with the Pentagon's general counsel, William H. Taft IV (now deputy secretary of defense), and with the office of the U.S. attorney investigating the case. No charges were brought against Secord, who later won \$1 million damages in a libel suit against one of his accusers.

At the Pentagon, Carlucci was known as an enthusiastic advocate of polygraph tests. After the leak of secret Pentagon budget data to The Washington Post in early 1982, an angry Carlucci ordered a full-scale investigation, including polygraphs of service secretaries, the chairman of the Joint Chiefs of Staff and other top officials—and took a polygraph himself to set an example.

His view of polygraphs is in sharp contradiction to that of Shultz, who opposes their widespread use and who threatened a year ago to resign if required to submit to such a test.

At the Pentagon and the CIA, Carlucci was noted for his strong opposition to leaks of classified security information. In 1979 he advocated removal of the CIA from

key provisions of the Freedom of Information Act on grounds that confidential sources feared exposure. One of his first acts on becoming assistant secretary of defense in 1981 was to warn Pentagon employees about leaks.

A short, wiry man who was on the wrestling team at Princeton University, Carlucci has been known for his willingness to face imposing obstacles and danger. As a junior Foreign Service officer in the Congo (now Zaire), Carlucci waded into a mob threatening a group of people and was stabbed while executing the rescue. He won a State Department award for bravery.

In a renowned incident at the White House several years later, Congolese Prime Minister Cyrille Adoula—who had come to know and trust Carlucci as the local embodiment of the United States—was visibly uncomfortable, peering from person to person in the State Dining Room while visiting President John F. Kennedy.

Adoula asked Kennedy urgently “*Où est Carlucci?*” (Where is Carlucci?) The president, on learning who was Carlucci, sent for the then-Congo desk officer of the State Department—and other presidents have been doing so ever since.

As a Foreign Service officer, Carlucci served in South Africa, the Congo, Zanzibar and Brazil. While political counselor in Rio, he was known for helping engineer drastic cuts in the size of the embassy staff.

Carlucci has been acquainted with Reagan since the two clashed in 1969 over a California legal assistance agency; Carlucci was an official of the poverty agency and Reagan was governor. Lengthy negotiations that also involved Edwin Meese III, then an aide to Reagan and now attorney general, resolved the dispute. That Christmas, Carlucci later recalled, Reagan sent him a bottle of brandy with a note of thanks.

Staff writers Joe Pichirallo and Caroline Mayer contributed to this report.

FRANK CHARLES CARLUCCI



BORN: Oct. 18, 1930, Scranton, Pa.

FAMILY: Married Marcia Myers, April 15, 1976. Children: Karen, Frank, Kristin.

EDUCATION: A.B., Princeton University, 1952; postgraduate, School of Business Administration, Harvard University, 1956; Wilkes College, Kings College, 1973.

PROFESSIONAL HISTORY: Jantzen Co. in Portland, Ore., 1955-1956; Foreign Service officer, State

Department, 1956; vice consul, economic officer in Johannesburg, 1957-1959; second secretary political officer in Kinshasa, Congo, 1960-1962; officer in charge of Congolese political affairs, 1962-1964; consul general in Zanzibar, 1964-1965; political affairs counselor in Rio de Janeiro, 1965-1969; assistant director for operations, Office of Economic Opportunity, 1969, and director, 1970; associate director, Office of Management and Budget, 1971, and deputy director, 1972; undersecretary of Health, Education and Welfare, 1972-1974; ambassador to Portugal, 1975-1978; deputy director, Central Intelligence Agency, 1978-1981; deputy secretary, Defense Department, 1981-1982; Sears World Trade Inc., 1983-1986.